



HUMAN RESOURCE DEVELOPMENT NETWORK

Network, Learn, Share and Grow



ILLUME

(October-December 2018)

**“STATE OF HUMAN RESOURCE DEVELOPMENT IN
PAKISTAN”**

EDITORIAL

The human Resource Development (HRD) is a growth engine for economics. However, Pakistan is a developing country and its Human Development Index (HDI) presents a sad state. As per United Nations the HDI of Pakistan ranks 147 out of 188 countries (UNDP, 2017). Pakistan's poor performance in Human Development affects the state of Human Resource Development (HRD), which is considered as the major key discipline to be focused in recent times. Since Pakistan faces a number of critical problems such as lack of skilled workforce, brain drain, lack of entrepreneurship, lack of education among common people, unemployment and militancy, the current HRD scenario is a challenge for the execution of the projects (Asrar-ul-Haq, 2015).

National Human Resource Development report published by UNDP shows that Pakistan is currently facing through youth bulge process. Means 64% of the population is under the age of 30 whereas around 30 to 31% is between the age to 15-29. It states that 32% of our population is youth. This kind of transition brings lots of opportunities as well as challenges. This scenario of larger youth bulge will remain the same till 2040. However, it will reverse after that and Pakistan will start to have larger chunk of older population. As a result, like Japan and Sweden, Pakistan will face different challenges like pension problems, old age benefits etc.

Currently, if youth is not productive and not engaged in right set of work, it will become a burden on the economy. The

basic issue of Pakistan is unemployment which is 9% and it's higher than normal unemployment rate. Therefore the need of time is to invest in Human resource.

Investment in Human Resource is at the heart of strategies to promote economic prosperity, fuller employment, and social cohesion, which ultimately lead to a peaceful society. Human Resource Investment is the process by which educated, skilled and trained persons are increased in a country. In the words of Frederick H. Harbison, an American Labour Economist:

"The process of acquiring and increasing the number of person who have the skills, education and experience which are critical for the economic and political development of a country"

Therefore, there is a need of allocation of resources to improve the value of population. If the people of a country are well educated, well nourished, skilled and healthy that will be said to have more human Resource.

It is evident that HRD should be properly taken into consideration at all levels. It is pivotal for development to review and understand emerging trends in the field of Human Resource and plan its development accordingly. HRD Network being a think tank recognizes the importance of matter. Keeping it in view, in this quarter we decided to take 'State of HRD in Pakistan' under consideration. In October 2018, HRDN organized All

Member's Meeting under this theme to gather evidence on the state of the human resource development, new trends and recommend strategies to address needs of Pakistani society.

This quarter's ILLUME is in continuation to the particular theme. The purpose of this ILLUME is to provide a prologue to the issue of human resource development (HRD) and its state in Pakistan. It then examines work done by our partner organization on human resource management (HRM) and HRD. Articles of this issue provides a brief overview focusing on analysis of challenges and opportunities related to HRD, role of HR managers in organizations etc.

This ILLUME also includes interview with the representatives from Government entities who have taken initiatives for Human Resource Development in Pakistan.

Happy reading ☺

We will be waiting for your feedback and suggestion at **info@hrdn.net**

Maria Qibtia

PO-Communication & Networking

HR MANAGERS- THE AGENTS OF CHANGE

By Ms. Nasira Bedar
HRDN Professional Member

'The leadership style needs to undergo a dramatic shift, as 75 percent of the workforce will comprise of millennials. The emphasis would largely be on innovation, individual development, collaboration and the use of technology'

The accelerating pace of the changes in this world is driving the organizations to be extra proactive for the sake of their survival in the competitive environment. The organizations are required to be relevant in their work operations, which means transfiguring the business model in a way that will meet the needs of the workforce in the future.

Pakistani organizations are witnessing a continuous change in systems and management cultures. Role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent.

HR professionals will have to adopt an inevitable role in the transformation process to well align with the future needs of every organization including maximizing the use of new technologies, data management systems and other modern record keeping

Organizations now need to prepare themselves in order to address people centered issues with commitment from the top management, with renewed thrust



on HR issues, more particularly on training.

In this world of uncertainty, organizations have introduced six- sigma practices. Six-sigma uses rigorous analytical tools with leadership from the top and develops a method for sustainable improvement. These practices improve organizational values and helps in creating defect free product or services at minimum cost.

Human resource outsourcing is a new accession that makes a traditional HR department redundant in an organization.

With the increase of job mobility, recruiting competent people is also increasingly becoming difficult; organizations are also required to work out a retention strategy for the existing skilled manpower.

Training and development extends beyond information and orientation training to include sensitivity training and field experiences

Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.

HR Managers as agents of change are focusing attention on the following;

I. Policies- HR policies based on trust, openness, equity and consensus.

II. Motivation- Create conditions in which teams are willing to work with zeal, initiative and enthusiasm; make people feel like winners.

III. Relations- Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relations.

IV. Change agent- Prepare workers to accept technological changes by clarifying doubts.

V. Quality Consciousness- Commitment to quality in all aspects of personnel administration will ensure success.

Most importantly, the leadership style is required to undergo a dramatic shift as 75 percent of the workforce will comprise of millennials. The emphasis would largely be on innovation, individual development, collaboration and the use of technology. Therefore, HR Managers, agents of change are required to train the people as per the requirements of the millennials.

ILLUME'S INTERVIEW CORNER

Interview with Mr. Ishrat Hussain *Advisor to the Prime Minister on Institutional Reforms*

ILLUME: How you would explain Human Resource Development?

Mr. Ishrat Hussain: Human Resource development for me is to attend, retain and motivate talented and capable professionals in different field of corporate and private sectors. Such professionals are ought to include in long lasting learning process for new information and systems of spreading that information. Corporate and private sector is taking a shot at Human Resource advancement while it isn't conveyed by general society division as same.

ILLUME: It is important to increase the number of person in a country who have skills, education and experience which are critical for the economic and political development of a country. Which challenges Pakistan is facing regarding HRD? What steps Pakistan is taking to meet these challenges?

Mr. Ishrat Hussain: Every NGO and development partners they have send every people to abroad

Everybody wants to be secure, why this security is much needed today. When a person get job secure he/she don't exert himself. You don't learn and grow because



one thinks that nobody will push me out. People should not think about it.

Second grade people should come to the public sector but first grade people shouldn't because they become compressing and they don't exercise there selves, that is a wrong attitude.

ILLUME: There are different ministries who are dealing with Human Resource Development in Pakistan. In our observation there is a lack of coordination between these ministries pertaining to HRD. What is your stance on it? Do you think one dedicated ministry for HRD will bring more positive impact in uplifting HRD process in Pakistan?

Mr. Ishrat Hussain: National government have its very own HR executives frameworks and regional government have their very own in such conditions we couldn't have a centralized human resource arrangement in Pakistan. The framework ought to be uniform and available to everybody. However, Institutionalization and observing frameworks ought to be concentrated.

Enrollment, professional capacity building should be overseen by the individual governments at all dimensions. Key Performance indicators are intended to see the objectives of Government department which is presently done by government to fill the gap between head administrator and services.

ILLUME: Are there any performance indicators to assess the capacities of employees in government organizations?

Mr. Ishrat Hussain: The key performance indicators are for each ministry depends on what are their goals for the year and how well they are going to perform so the key performance indicators are to measure the results of their output and to see whether those goals are achieved or not ? Or if they are not achieved what are the reasons for deviation and lapses. So that is what government is trying to develop the performance contracts between the prime minister and ministries.

ILLUME: Is there any budget specification in government departments for Human Resource Development?

Mr. Ishrat Hussain: No the budget is the salaries and the benefits that is the large part of the HR expenditures is pensions, salaries, benefits and training budgets which has allocated to the ministries for the development of HR. It is not very large.

ILLUME: Creativity, Innovation and command on latest technology are taught from very young age for efficient human capital. Do you think our institutions are considering these as a key to success for younger generation?

Mr. Ishrat Hussain: Yes the state bank of Pakistan has used the technology in order to create the linkages between various parts of the bank and also with the banking sector so the turnaround time is very high and with a click of button you can all the information. All the rules regulations and manuals are posted on the websites and there is a lot of transparency and therefore this is way forward for all the institutions.

Young generation is very familiar with technology so they are very much at ease as compare to the older generation. So as the younger generation comes to the positions of importance the spread and dissemination of technology would actually improve. So it is the passage of time that we would have paradigm shift in a way the government is using the IT and IT base solutions.

ILLUME: Nowadays there is a commonly used concept named as 'Brain Drain'. What are your thoughts about that?

Mr. Ishrat Hussain: Well, I think in this world there is nothing call brain drain the concept we can use is brain circulation. The world has become very compact like a village. One day you are in Singapore and you work there next day or two years later you are in middle east and you come to Pakistan and you use your knowledge and experience to apply that in own country. In my opinion it is good that exposure of various working environments broaden the innovation and creativity. It is not only

the technology but human knowledge which bring to the table which makes the difference. So I encourage people from Pakistan to go study abroad work abroad and then come back with the knowledge and experience to help the country in various aspects.

ILLUME: According to you what are the challenges faced by development sector to boost Human Resource Development of Pakistan?

Mr. Ishrat Hussain: Development sector will have the same challenges as the other sectors that is you have to retain and motivate the people of certain caliber who can make a contribution to the mission of the development sector institutions. Now the problem the development sector faces is the compensation packages are not as attractive as the government or the private sector and unlike private sector there is no security of jobs, so because of this you might not get the right caliber of people to work in it. I think is the important difference. Today's youth is more committed for attaining specific purpose

for something which is satisfying to them so they may sacrifice these pecuniary benefits in order to make a contribution for the social good of the country. This is the only remedy feature I can think about.

ILLUME: How can we enhance the partnership between civil society and public sector to develop Human resource in Pakistan?

Mr. Ishrat Hussain: Today there are a lot of partnerships for example in education sector there are many NGOs who are working in the government space. Government has handed over the schools to the NGOs. Similarly is the case with health sector for example SIUT, Indus hospital and many new government hospitals have been running and operating by NGOs. I think that is already going on the partnership between CSO's and public sector and I think both are in benefit. The government have the kind of managerial skills which the NGO's can provide and therefore it is win situation for both.

HRDN NETWORKING EVENTS FROM OCT-DEC 2018

19TH ALL MEMBERS' MEETING (AMM)

Date: October 13th, 2018
Chief Guest: Mr. Shahryar Afridi, Minister of Interior
Participation: 130 members
Venue: Hotel Marriot, Islamabad
Topic: State of HRD in Pakistan



The All Members Meeting (AMM) is a tradition of last 18 years aimed at updating HRDN members about network's performance in the previous year and at the same time inviting feedback of members for further enhancing the effectiveness and relevance of the network's activities for future. AMM is one of the most sought out events of social sector and attracts participation from top of the line prestigious national and international NGOs, agencies of United Nations, Government, donor agencies and Universities. This event provides opportunity of networking, learning and knowledge sharing to development professional and members of HRDN.

In October 2018, 19th All Members' Meeting was organized on the theme of 'State of HRD in Pakistan'. This theme was selected to gather evidence on the state of the Human Resource Development, new trends and recommend strategies to address needs of Pakistani society. The event was organized on Saturday 13th October, 2018 at Hotel Marriot, Islamabad. Approximately 130 members from various public and private organizations, development sector, UN agencies, Media etc. Participated in 19th AMM. Mr. Shahryar Khan Afridi, Minister of State for Interior, Ministry of Interior was the chief guest. Report of the event is available on our website <http://hrdn.net/wp-content/uploads/pdf/reports/AMM/19TH-AMM-Report.pdf>

5TH JOIN A MOVEMENT

Date: 1st-9th Nov, 2018
Country Visited: Morocco (Casablanca, Fes, Rabat, Marrakech)
Participation: 16 members
Theme: Conference on Climate Change-A Global emerging issue.



“(JAM) Join a Movement” is an initiative of HRDN to provide a prolific experience for professionals to fuel their imagination and dreams, awaken a sense of self renewal, lightness and delight. This exquisite program is specially designed for the valued members of HRDN to explore and learn from the cultural diversity that exists in the world. HRDN planned to hold JAM-2018 this year to visit four imperial

and cultural cities of Morocco i.e. Casablanca, Marrakesh, Rabat and Fes from November 01 – 09, 2018. The plan was perfectly tailored for 5 days including visits and conference on ‘Climate Change-A Global Emerging Issue’. Report of the visit is available on our website <http://hrdn.net/wp-content/uploads/pdf/reports/JAM/5th-JAM-Report-Morocco-2018.pdf>

COMMEMORATION OF THE UNIVERSAL HEALTH COVERAGE DAY

Date: Dec 12th, 2018
Sponsor: VOICEH
Participation: 95 members
Venue: Islamabad Club
Special guest: Mr. Jamal Nasheer, Coordinator Health System, WHO
Chief Guest: Ms. Nausheen Hamid, Parliamentary Secretary, MoH



As a tradition of HRDN to upkeep its members with reliable and updated information on topical matters, a “Health Seminar” was conducted as a collective initiative of HRD Network in general and VOICEH in particular, that presented the finest information on health related topics that needed thoughtful attention by all in our country . Approximately 95 members from various public and private



organizations, development sector, UN agencies, Media participated in “Commemoration of the Universal Health Coverage Day” while, Ms. Nosheen Hamid Parliamentary Secretary, Ministry of Health graced the occasion as chief guest. Report of the event is available on our website <http://hrdn.net/wp-content/uploads/pdf/reports/events/HRDN-Health-Seminar-Report.pdf>

WEB WATCH

MEMBER ORGANIZATIONS WORKING ON HUMAN RESOURCE DEVELOPMENT & CAPACITY BUILDING

HASHOO FOUNDATION

Vision

“We envisage an ethical, equitable, inclusive and progressive society in which people live with dignity and have power over their own lives.”

Mission

“To enable and empower communities to be independent by facilitating equitable access to opportunities.”

Skills Development

- Technical and Vocational Training

The logo for Hashoo Foundation features the word "HASHOO" in a large, blue, sans-serif font, with the word "FOUNDATION" in a smaller, blue, sans-serif font directly below it.

- Life Skills Training
- Career planning and job placement

Every project that comes under ‘technical and vocational training’ always has the other two as its subcomponents. HF strongly believes in the value and professional development of a trainee so that s/he has the best possible opportunity to enter into gainful employment.

SARHAD RURAL SUPPORT PROGRAMME

Sarhad Rural Support Programme (SRSP) is a non-profit company/ non-government organization registered under Company's Law, working in Khyber Pakhtunkhwa and parts of FATA. It's an intermediary organization which is based on the rural support programme (RSP) approach to community empowerment and economic and livelihood development. It was established in 1989 by members of the civil society, enlightened members of the government in their individual capacities, members of the academia, media and training institutions. In 2007 SRSP also initiated a programme for community

empowerment and economic development in parts of FATA. In recent years because of its vast outreach in the

communities, SRSP has had to play a prominent role in disasters that have hit Khyber Pakhtunkhwa and as a result humanitarian work along with development has become a core competency of the organization.



Developing Resources

SRSP offers a variety of training to meet community needs and professional needs of the organization and the wider development community. At the community level SRSP trains community members and leaders in the art of social mobilization. These trainings include understanding the principle of social mobilization and grass root development; learning tool and techniques that help in this process and understanding democratic and human right values to guide the communities. At a second level are trainings provided to project staff and communities in different competencies

Human

which they need to undertake their work, earn incomes and build their assets. This includes management, social mobilization, monitoring and evaluation and finance, gender and development and community based disaster management etc. The third groups of trainings are in vocational training and income generating skills like micro finance, community investment funds etc.

The Human Resource Development Section of SRSP is responsible for undertaking orientation and staff development courses on a regular basis and building up staff competencies. It also organizes conferences and workshop to share experiences from the field and make learning an important part of SRSP's work.

BALUCHISTAN RURAL SUPPORT PROGRAMME

BRSP is one of the largest organizations in Baluchistan and member of a larger network of Rural Support Programs in Pakistan. BRSP's endeavors have focused on improving the living conditions of rural poor for more than two and a half decades in the province of Baluchistan. BRSP was evolved from "Pak-German self-help project" in 1983, as a collaboration between Federal Republic of Germany and Government of Pakistan. The project was implemented by the Local Government & Rural Development Department (LG&RDD), Government of Baluchistan with the technical support of GTZ (German Agency for Technical Co-operation). In the year 1991, the successful manifestation of integrated rural development program at a limited scale, paved the way for the



transformation of the project into a programme called BRSP. Therefore, BRSP was registered under Section 42 of the Companies' Ordinance 1984, as a not for profit organization dedicated to the improved living conditions of rural poor.

Human Resource Development

Investment in developing human resource is one of the most essential factors leading towards sustainable development. As a

result of skills and capabilities enhancements of the individuals; institutions and communities gain power to perform better, function effectively & efficiently, resolve their problems and set to achieve their objectives for poverty reduction. Situation is not encouraging in Pakistan as reflected in the Human Development Index (HDI) report published in 2009, as it stands among the 30th lowest countries in terms of availability of a developed and sound human resource in the country. Situation in Balochistan province is further worsened as compare to the rest of the country. As most parts of the province depends on agriculture and livestock for livelihoods while the decade-prolonged drought has badly damaged both the sectors resulting in very limited opportunities for dependent communities to gain sufficient income and earnings from their livelihood sources. Additionally, traditional practices by farmers in agricultural farming and livestock rearing have resulted in low productivity and poor income to meet the needs of their families. To contribute

effectively in Human Resource Development through developing human and Institutional capacities for effective long-term poverty alleviation in Balochistan, BRSP has evolved a separate unit to contribute effectively in field of HRD. This unit has been actively engaged in providing assistance to a broad set of stakeholders including individuals, communities, local bodies and public and private sector organizations in capacity building. In addition to enhancing capacities for effective and efficient resource and services mobilization, this unit facilitates communities in developing sustainable frameworks to identify and implement development interventions. Simultaneously, it also strives to develop efficient mechanisms for delivery at organizational level by capacitating the staff to contribute in better service delivery. It is done through promoting internal learning culture and by organizing and facilitating inception planning, seminars, workshops, exposure visits, staff attachments and international exposure for staff

NATIONAL RURAL DEVELOPMENT PROGRAMME

Who we they

NRDP is non-profit development advocacy and humanitarian organization committed to working with marginalized and vulnerable people and communities to unlock their potentials for a sustainable change. Created in 1992, it is based in Narowal, with programing hubs in Islamabad, Punjab, Sindh, KPK and AJK.

Human and Institutional Development

NRDP sees HID as a process guided by the values such as poverty reduction and developing human social capital that contributes to promote the local development. Developing the individual



and collective capabilities and skills of our grassroots level partners has been remained the central priority of Human and Institutional Development Programme of NRDP. Since its inception, the sector has been instrumental in providing a wide range of courses to enhance and improve the management capabilities of our local partners and individuals.

NRDP's HID unit is a supportive unit that conducts trainings for community and staff according to their needs and

requirements. For institution and human development, the skills are developed and a change in the behaviors of individuals and groups is brought so that they can lead, manage, serve and flourish their institutions.

HID offers capacity building programmes in organizational development, technical and skill development, enterprise development, and professional development.

HRD RELATED BOOK REVIEWS

HANDBOOK OF HUMAN RESOURCE DEVELOPMENT

Editors:

Neal E. Chalofsky, Tonette S. Rocco and Michael Lane Morris

Human Resource Development Relies Upon a Strong Educational Foundation

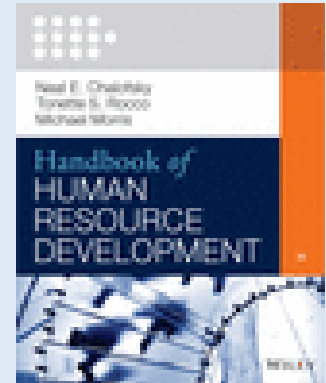
In the Handbook of Human Resource Development, Neal Chalofsky, Tonette Rocco, and Michael Lane Morris have compiled a collection of chapters sponsored by the Academy of Human Resource Development to address the fundamental concepts and issues that HR professionals face daily. The chapters are written and supported by professionals who offer a wide range of experience and who represent the industry from varying international and demographic perspectives. Topics addressed form a comprehensive view of the HRD field and answer a number of key questions.

- Nationally and internationally, how does HRD stand with regard to academic study and research?

What is its place in the professional world?

- What are the philosophies, values, and critical perspectives driving HRD forward?
- What theories, research initiatives, and other ideas are required to understand HRD and function successfully within this field?
- As the industry grows, what are the challenges and important issues that professionals expect to face? What hot topics are occupying these professionals now?

The Handbook's insight and guidelines allows students and HR professionals to build a fundamental understanding of HRD as an industry, as a field of research, and for future professional success



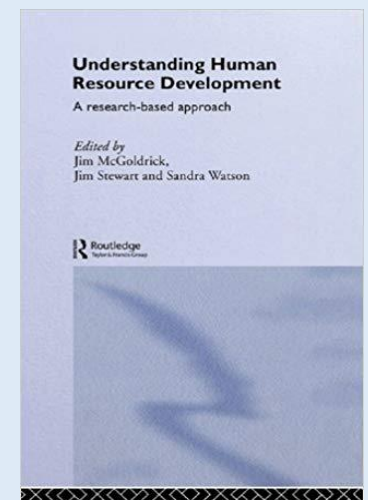
UNDERSTANDING HUMAN RESOURCE DEVELOPMENT

Editors:

Jim McGoldrick (Author, Editor), Jim Stewart (Editor), Sandra Watson (Editor)

This edited volume contains original chapters by some of the leading researchers and writers in HRD. It

provides a definitive work on the design and conduct of research in HRD and identifies and examines the possibilities and



limitations of particular methods and techniques. Emerging debates on the purpose, nature and practice and theoretical base of HRD are examined. Each chapter is structured with:

- * Statement of aims
- * Description of theoretical and empirical

context^

- * Identification and examination of methodological issues
- * Description and evaluation of research design
- * Critical analysis and evaluation
- * Key learning points

STRATEGIC HUMAN RESOURCE DEVELOPMENT

Editor:

Matthias T. Meifert

In an era that has brought new and unexpected challenges for virtually every company, one would be hard-pressed to find any responsible manager who is not thinking about what the future will bring. In the wake of these challenges, strategic planning has moved from being the reserve of large corporations to becoming an essential need for even small and medium-sized enterprises. But what good is even the most convincing strategic concept if the company's people are unwilling or unable to put it into practice? The key is to develop people, and to develop them not only for the work of today, but also for the challenges that the future holds. Strategic HR development has become a decisive force for the success

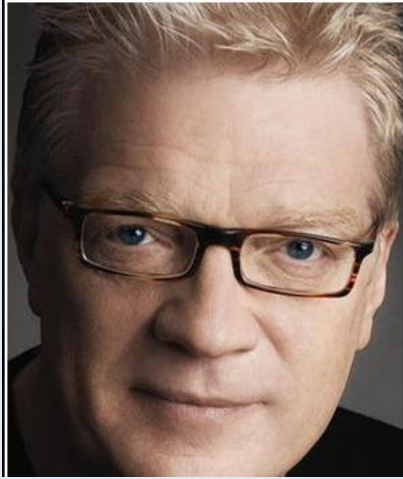
of any business.

This book, edited by Matthias T. Meifert, shows us which basic considerations we need to remember and what strategic HR development means in

practice. Its interesting and vivid approach takes the reader on a tour of the eight stages of HR development, introduces the critical factors, and highlights many practical recommendations for strategic HR development practice in business.



HRD RELATED QUOTABLE QUOTES



"Human resources are like natural resources; they're often buried deep You have to go looking for them; they're not just lying around on the surface You have to create the circumstances where they show themselves"

— *Ken Robinson* —



"Nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not on strategies."

Lawrence Bossidy, Former COO of General Electric

"The development of our human resources is an area in which we need to do well as it is decisive in determining the success of our diversification program"

Hassan al Bolkiah

Upcoming Events

ANNUAL TRAINERS' RETREAT
Prague and Budapest, April 2019

YOUNG LEADERS' CONFERENCE

April 2019

“Growth and Development of people is the
highest calling of leadership”

Harvey S. Firestone

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